TRAINING AND DEVELOPMENT PROJECT
FINAL REPORT

GROUP - 4 (SECTION - A)

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1. Organizational Support

In order to design a comprehensive training and development program for the organization in question, it is imperative that we establish clear channels of communication. This would help us gain any required information or assistance in time and prevent disruption to the day-to-day functioning of the organization. Furthermore, clearly setting up expectations beforehand would help us gain continuous feedback from the top management as well as the participants, thus ensuring that the program is aligned to the organization's strategic direction. Identifying the organization's goals, vision and mission and our interventions in furthering those goals through enablement of the employees.

1.1 Establishing a relationship with top management

We followed the approach of going through the formal route of communication. We reached out to the BUHR Mr. Bhuvan. He heads the HR function for The Data Science and Analytics Department, where he directed us to the Campus Recruitment team to get the formal approval in order to proceed with the live project. One we got the approval, we connected with the Business Head, Mr. Govind Grewal. Mr. Grewal showed keen interest in the project and also commented on the lack of training provided in the banking industry where the organization is highly differentiated vertically. CICI Bank hires laterally for the senior management positions and campus recruitment for lower positions. IT consultants are also hired. At any of these levels there does not exist any training to help with transition. He helped us in securing interviews with the job holders and expediting the necessary requirements from our end. We were in constant contact with Mr. Grewal for rectification and validation of our interviews.

2. Organizational Analysis

2.1 About the Organization

ICICI Bank, headquartered in Mumbai, India, is one of the leading private sector banks in the country. With a rich history dating back to 1955, ICICI Bank has emerged as a trusted name in the banking and financial services industry. The bank offers a wide range of retail and corporate banking services, catering to the diverse needs of individuals, businesses, and institutions. Known for its strong customer focus, technological innovation, and robust risk management practices, ICICI Bank has built a strong presence both domestically and internationally, solidifying its position as a preferred banking partner for millions of customers.

2.2 About the Department

The Data Science and Analytics Group, our job holder's department is responsible for data collection and analysis of all the customers of the bank, divided product wise and operation wise. The prime internal customers that the department serves are the Business Partners and Policy Team the DSAG

group enables ICICI Bank to make informed Business decisions, optimize operational processes, improve risk management strategies, fraud detection, personalized marketing campaigns, and product development. Their work contributes to enhancing the bank's competitive efficiency, and ability to provide innovative and personalized services in the dynamic banking industry.

2.3 Vision

ICICI Bank's vision is to be the leading provider of financial services in India and globally, delivering exceptional value to its customers, shareholders, employees, and the communities it serves. The bank aspires to achieve this vision by fostering a culture of innovation, customer centricity, and operational excellence. ICICI Bank aims to be at the forefront of technological advancements, leveraging digital solutions to enhance convenience, accessibility, and efficiency for its customers.

2.4 Mission

To provide sustainable value for the stakeholders by delivering comprehensive financial solutions with the use of technological advancements, provide tailored solutions and services alongside product development for the customer's specific requirements. ICICI Bank strives to build enduring relationships and be the preferred financial partner for its customers, providing them with seamless banking experiences and helping them achieve their financial aspirations. With a commitment to excellence, ICICI Bank aims to continuously improve its operations, embrace technological advancements, and contribute to the socio-economic development of the communities it serves.

2.5 Training climate

a. Training programs: ICICI Bank offers a range of training programs tailored to different employee levels and job functions.
b. Learning and Development Initiatives: ICICI Bank provides employees with opportunities for continuous learning and development. This includes e-learning platforms, webinars, workshops, seminars, and conferences to enhance their expertise and stay updated with industry best practices.
c. Mentoring and Coaching: ICICI Bank emphasizes mentorship and coaching as an integral part of the training process. Experienced senior leaders and managers act as mentors, guiding and supporting employees in their career development, sharing insights, and providing constructive feedback.
d. Performance Management and Feedback: The bank maintains a performance-driven culture where feedback plays a crucial role. Regular performance assessments, performance discussions, and constructive feedback help employees identify their strengths, areas for improvement, and growth opportunities.

2.6 Organizational Structure

As we dealt with the corporate function of ICICI Bank, therefore the organizational structure is only for the corporate management of the bank.
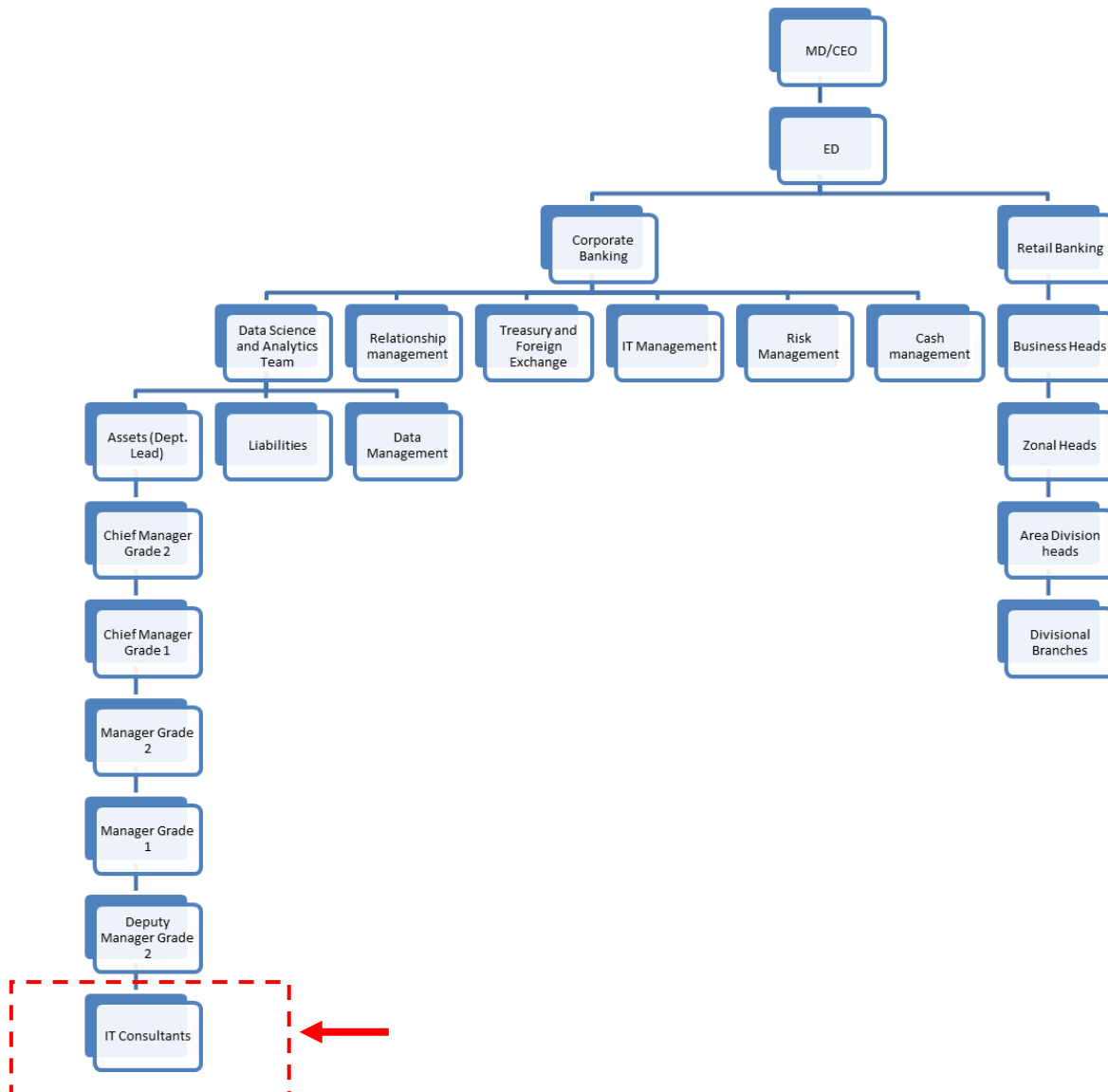
3. Requirement Analysis

3.1 Target Job Description
Data Analyst

3.2 Role
Leverage data to generate insights and support data-driven decision-making across various aspects of the bank's operations.

3.3 Responsibilities:

a. **Data Collection and Analysis**: Data analysts gather, collect, and organize data from various sources, including internal databases, transaction systems, and external sources. They clean and preprocess the data to ensure its accuracy and reliability. Using statistical techniques and analytical tools, they analyse the data to identify patterns, trends, and correlations that can provide valuable insights for business decision-making.

b. **Reporting and Visualization**: Data analysts create reports, dashboards, and visualizations to present data insights in a clear and concise manner. They use tools such as Microsoft Excel, Tableau, or other data visualization platforms to create visually appealing and interactive representations of data, making it easier for stakeholders to interpret and understand the findings.

c. **Business Performance Analysis**: Data analysts analyse business performance metrics, such as customer acquisition, retention, product profitability, and operational efficiency. They identify areas for improvement, assess the impact of marketing campaigns, evaluate sales trends, and provide recommendations to optimize business strategies based on data insights.

d. **Customer Segmentation and Personalization**: Data analysts segment customers based on their behaviour, demographics, and preferences to enable targeted marketing and personalized offerings. By analysing customer data, they identify specific customer segments with distinct needs and behaviours, allowing the bank to tailor its products and services to meet those needs more effectively.

e. **Forecasting and Predictive Modelling**: Data analysts develop forecasting models and predictive analytics to anticipate future trends, customer behaviour, and market dynamics. They use statistical modelling techniques to make predictions and generate insights that support strategic planning, risk management, and product development initiatives.

f. **Collaborative Projects**: Data analysts often collaborate with cross-functional teams, including product managers, marketing teams, risk managers, and business analysts. They provide data-driven insights, support ad-hoc analysis requests, and contribute to strategic initiatives that drive business growth and operational efficiency.

g. **Risk Assessment and Fraud Detection**: Data analysts assist in risk assessment and fraud detection by analysing transactional data and identifying anomalies or patterns that indicate potential risks or fraudulent activities. They develop and implement models or algorithms to detect and prevent fraudulent transactions, ensuring the security and integrity of the bank's operations.

3.4 Methods of Assessment

We conducted one on one interviews with targeted employees for data collection on organization, job role description and transfer climate assessment.

Steps taken:

1. Questionnaire formation: We formed questions that would help lead the candidates to answer questions regarding their tasks and the KSA required to perform the tasks. We also incorporated probing questions to understand in detail the job descriptions.
2. Interview scheduling
3. One on One Interview: 5 jobholders
4. Supervisory call: We also conducted a supervisory call with Mr. Govind Grewal who is a direct manager of all the job holders and oversees their work.

3.5 Determining the participants

Chief Manager: Mr. Govind Grewal
Manager: Mr. Vicky Meena
Manager: Ms. Gunjan Pal
Manager: Ms. Sonali Patra
Manager: Mr. Akshit

Manager: Ms. Disha Mehta

3.6 Point of Contact
Constant communication with Mr. Govind Grewal to validate the questions being asked and the context of the same. We also kept Mr. Bhavin, the BUHR in the loop of all the conversations and helped us schedule the interviews with the job holders as per their availability.

3.7 Anticipate Problems
We encountered a few roadblocks while trying to interact with the employees and analyse the Training and Development initiatives at ICICI Bank-

1. **Difficulty in understanding the technical Skills required and applied:** Analysts in banking typically require strong technical skills, such as data analysis, financial modelling, risk assessment, and regulatory compliance. If analysts lack proficiency in these areas, it can hinder their ability to perform their job effectively. During the data and information gathering interactions, a lot of context setting was required to understand the job profile of the analysts and the gamut of technical skills required for their role, which would lay the groundwork for the requirements of the T&D program

2. **Understanding how T&D can be incorporated in complex banking systems**: Banks often have complex systems and processes in place. Analysts may face challenges in understanding and navigating these systems, particularly if they are new to the banking industry. Similar to analysts, a comprehensive understanding of the complex banking systems is required to understand how a T&D plan can be incorporated which is contextually relevant to ICICI bank's functioning.

3. **Understanding Changing Technologies used**: The banking industry is evolving rapidly, with the introduction of new technologies and digital solutions, it is very important for us stay in touch with the functioning of these new varied technologies to provide and curate a relevant and not out of date training and development module.

4. **Cross Functionality of the scope of work;** Understand the correlation between the roles of different sub departments within the Data Science and Analytics Department to gauge their dependence on each other.

3.8 Develop Protocols

These protocols aim to create a structured approach for problem-solving and conduct an evaluation of the training and development experience for analysts.
Here are some steps that can be followed:

Identify the Problem: Begin by clearly identifying the specific problems faced by analysts in the training and development program. Gather data and information to understand the nature and extent of the problems.

Analyse the Root Causes: Once the problems have been identified, analyse the root causes behind them. Is it a lack of resources, inadequate training materials, ineffective trainers, or organizational issues? Pinpointing the root causes will help in developing targeted solutions.

Evaluate the problem from a cross-functional perspective: By interacting and engaging with experienced managers from across functions and, who have experience of leading a team. Ensure interactive mode of communication during questioning with the employees to take a deep dive into their job profile and understand the scope of training and development initiatives that can be put in place for these roles and the functions under them

Seek Personal Feedback: Encourage analysts to provide feedback on the training and development program.

Through the information collected quantitatively measure and qualitatively analyse the Impact of the T&D program: Establish metrics and key performance indicators (KPIs) to measure the impact of the training and development program. This can include indicators such as improved productivity, reduced errors, increased customer satisfaction, or enhanced employee engagement.

4. Transfer Climate

4.1 transfer climate analysis

To assess the transfer climate, we interviewed the five participants in our target department as well as the supervisor.

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We administered the Transfer climate questionnaire borrowed from "An Exploratory Study of Training Transfer Climate in India", Srimannarayana M., International Journal of Business and Management; Vol. 11, No. 8; 2016.

This was done to figure out whether the organization environment was favourable for conducting a training program and if the transfer of learning from the training environment to the job environment is encouraged through the provision of performance support. The questionnaire comprised of 12

questions in relation to the organizational work culture and processes which were rated on a 5-point scale.

RATING	INTERPRETATION
1	Not at all true
2	Somewhat true
3	Neutral
4	True to a high extent
5	Extremely true

Obtaining the below mentioned pieces of information were kept in focus during the interviews-

a) Support from the organization
1. Peer assistance
2. Drive and scope for application of learnings from the training program
3. Resistance to training
   a. Opportunity to apply the learnings from training
   b. Personal outcome

5. Task Analysis

5.1 Task statements

We have developed the following task statements after interviewing the job holders about the tasks carried out in their current role.

SL. NO	TASK STATEMENT
1	Collaborate with upper management
2	Gathering required data for required project
3	Acquiring all contact details of enquire persons
4	Obtaining real time data of customers
5	Utilizing various programming languages like SQL
6	Handling data integration
7	Assisting to make the data real-time
8	Using various algorithms and model validation techniques
9	Create dashboards for reducing costs
10	Creating financial reports
11	Reduce digital attrition
12	Making different models to pitch to different customers
13	Maintaining financial reports
14	Check all reports
15	Track customers on digital channels

16	Identification of transactions
17	Identifying attributes for defining personality
18	Get lucrative offers for cross selling increment
19	Getting new LAS acquisition
20	Acquiring customers from other banks
21	Initiating notification and mailer campaign to approach customers
22	Sending feedback surveys after the first-time purchase
23	Emailing first-time customers with complementary product
24	Calling customers directly
25	Notifying customers through SMS/email
26	Offering cards with insurance add up according to income segments
27	Offering vouchers
28	Upsell the retained customers
29	Bring back lapsed customer focus
30	Sending former champions store credit
31	Delegating daily goals to team of subordinates
32	Keeping daily checks and updates on the progress
33	Solving day-to-day issues of subordinates
34	Guiding subordinates in their deliverables
35	Engage in informal discussions for better team cohesion

5.2 Task cluster

We have clustered the obtained task statements into the following clusters to link them to the KSAs based on the similarity of the task statements.

CLUSTER	TASK STATEMENT
Data acquisition	Collaborate with upper management
	Gathering required data for required project
	Acquiring all contact details of enquire persons
	Obtaining real time data of customers
Data analysis	Utilizing various programming languages like SQL
	Handling data integration
	Assisting to make the data real-time
	Using various algorithms and model validation techniques
Data modelling	Create dashboards for reducing costs
	Creating financial reports
	Reduce digital attrition
	Making different models to pitch to different customers
Tracking and Maintenance	Maintaining financial reports
	Check all reports
	Track customers on digital channels

	Identification of transactions
	Identifying attributes for defining personality
Customer Acquisition	Get lucrative offers for cross selling increment
	Getting new LAS acquisition
	Acquiring customers from other banks
Customer liaison	Initiating notification and mailer campaign to approach customers
	Sending feedback surveys after the first-time purchase
	Emailing first-time customers with complementary product
	Calling customers directly
	Notifying customers through SMS/email
Customer retention	Offering cards with insurance add up according to income segments
	Offering vouchers
	Upsell the retained customers
	Bring back lapsed customer focus
	Sending former champions store credit
Team management	Delegating daily goals to team of subordinates
	Keeping daily checks and updates on the progress
	Solving day-to-day issues of subordinates
	Guiding subordinates in their deliverables
	Engage in informal discussions for better team cohesion

5.3 Importance of task cluster

Following is the rating scale for the scoring of the tasks

RATING	IMPORTANCE OF TASKS
1	Unimportant
2	Somewhat important
3	Moderately important
4	Highly important
5	Extremely important

The scored table below displays the importance for each task and in turn the average importance of each cluster.

5.4 Importance of task cluster

CLUSTER	TASK STATEMENT	SCORE (SV)	AN1	AN 2	AN 3	AN 4	AN 5	AV IMP. OF TASK	CLUSTER AVERAGE
Data acquisition	Collaborate with upper management	5	5	5	5	4	5	4.833	**4.833**
	Gathering required data for required project	5	5	5	5	5	5	5	
	Acquiring all contact details of enquire persons	5	5	4	4	4	5	4.5	
	Obtaining real time data of customers	5	5	5	5	5	5	5	
Data analysis	Utilizing various programming languages like SQL	5	5	5	5	5	5	5	**4.5**
	Handling data integration	5	5	4	5	4	5	4.67	
	Assisting to make the data real-time	5	4	3	3	3	4	3.67	
	Using various algorithms and model validation techniques	4	4	5	5	5	5	4.67	
Data modelling	Create dashboards for reducing costs	5	4	3	4	3	4	3.83	**3.58**
	Creating financial reports	5	4	4	5	5	5	4.67	
	Reduce digital attrition	5	3	3	2	3	3	2.83	
	Making different models to pitch to different customers	5	2	2	3	3	3	3	
Tracking and Maintenance	Maintaining financial reports	5	4	5	5	5	5	4.83	**4.66**
	Check all reports	5	4	5	5	4	5	4.67	
	Track customers on digital channels	5	4	4	5	5	5	4.67	
	Identification of transactions	5	5	4	4	4	4	4.33	
	Identifying attributes for defining personality	5	4	5	5	5	5	4.83	

Customer Acquisition	Get lucrative offers for cross selling increment	5	2	2	1	2	2	2.5	**3.72**
	Getting new LAS acquisition	5	4	4	4	5	3	4.16	
	Acquiring customers from other banks	4	5	5	4	4	5	4.5	
Customer liaison	Initiating notification and mailer campaign to approach customers	5	4	3	2	3	2	3.16	**2.93**
	Sending feedback surveys after the first-time purchase	4	3	4	3	3	3	3.33	
	Emailing first-time customers with complementary product	4	3	5	2	2	3	3.16	
	Calling customers directly	3	1	1	1	1	1	1.33	
	Notifying customers through SMS/email	5	3	3	3	4	4	3.67	
Customer retention	Offering cards with insurance add up according to income segments	4	4	3	3	4	3	3.5	**3.83**
	Offering vouchers	5	3	3	2	3	2	3	
	Upsell the retained customers	5	3	5	5	5	5	4.67	
	Bring back lapsed customer focus	5	4	5	5	5	5	4.83	
	Sending former champions store credit	5	3	3	2	3	2	3	
Team management	Delegating daily goals to team of subordinates	5	5	5	5	5	5	5	**4.73**
	Keeping daily checks and updates on the progress	3	5	4	4	5	4	4	

	Solving day-to-day issues of subordinates	5	5	4	4	5	5	4.67	
	Guiding subordinates in their deliverables	5	5	5	5	5	5	5	
	Engage in informal discussions for better team cohesion	5	5	5	5	5	5	5	

For reference,

AN 1 – Analyst 1	Mr. Vicky Meena
AN 2 – Analyst 2	Ms. Gunjan Pal
AN 3 – Analyst 3	Ms. Sonali Patra
AN 4 – Analyst 4	Mr. Akshit
AN5 – Analyst 5	Ms. Disha Mehta
CV - Supervisor	Mr. Govind Grewal

5.5 Ranking task clusters

CLUSTER	AVERAGE CLUSTER RATING
Data acquisition	4.83
Data analysis	4.5
Data modelling	3.58
Tracking and maintenance	4.66
Customer acquisition	3.72
Customer liaison	2.93
Customer retention	3.83
Team management	4.73

6.Developing KSA s

6.1 KSA Analysis

We have developed the following KSAs after consultation with the respective job holders and getting it approved by the supervisor. Following shows the importance of the KSAs on a 5-point scale.

SL.NO	KSA	SV	AN1	AN2	AN3	AN4	AN5	AVG.
1	Capacity to work collaboratively with cross-functional teams, aligning	5	4	3	4	4	5	4.12

	efforts and resources to achieve shared goals.						
2	Ability to communicate effectively with stakeholders to understand their data needs and requirements.	5	5	4	5	5	5	**4.83**
3	Familiarity with various sources and platforms where contact details can be obtained, such as databases, online directories, and social media platforms.	5	4	5	4	4	5	**4.5**
4	Familiarity with different data sources and their reliability.	5	5	4	3	4	4	**4.16**
5	Understanding of customer data privacy and security regulations.	5	5	4	4	4	5	**4.5**
6	Knowledge of real-time data integration and processing technologies.	5	5	4	5	4	5	**4.67**
7	Proficient knowledge of relational database concepts and design principles.	5	5	4	3	4	4	**4.16**
8	Oracle, SQL Server, and PostgreSQL.	4	3	2	3	2	3	**2.83**
9	Ability to troubleshoot and resolve database-related issues, including performance bottlenecks and data inconsistencies	5	4	5	5	5	4	**4.67**
10	Aptitude for learning new programming languages and technologies related to databases and data management	5	4	4	5	4	5	**4.5**
11	Ability to analyse and assess data integration requirements and identify appropriate solutions.	5	5	4	3	4	4	**4.16**
12	Ability to develop and implement data integration strategies based on business needs.	5	5	4	4	4	5	**4.5**
13	Capacity to work with large volumes of data and handle complex integration scenarios.	5	4	3	5	4	5	**4.33**
14	Ability to document integration processes, including data mapping,	5	3	3	5	5	4	**4.26**

	transformations, and validation steps.						
15	Proficiency in programming languages commonly used for data processing, such as Python, Java, or Scala.	4	4	4	5	5	4	**4.33**
16	Proficient in utilizing data visualization tools to present real-time data insights effectively.	5	5	4	5	5	5	**4.83**
17	Can select appropriate algorithms based on the problem domain, dataset characteristics, and desired outcomes	4	4	5	5	5	5	**4.67**
18	Can preprocess and transform datasets to prepare them for model training and validation.	5	3	4	4	4	5	**4.16**
19	Ability to analyse and interpret cost data to identify areas for potential savings.	5	4	5	4	5	5	**4.67**
20	Ability to adapt and modify dashboards based on feedback and changing business needs.	4	3	2	3	4	3	**3.16**
21	Knowledge of (KPIs) and metrics relevant to cost reduction.	5	4	3	4	5	5	**4.33**
22	Knowledge of financial accounting principles, concepts, and practices.	4	2	2	3	2	2	**2.5**
23	Proficiency in financial analysis techniques and financial statement preparation.	4	4	3	3	4	4	**3.67**
24	Familiarity with relevant accounting software and tools used for financial reporting.	3	2	2	1	2	1	**1.83**
25	Aptitude for identifying trends, patterns, and anomalies in financial data	5	4	5	4	5	5	**4.67**
26	Understanding of attrition and its impact on organizations.	4	4	3	4	3	3	**3.5**
27	Familiarity with relevant industry trends and best practices for mitigating risks.	5	5	4	4	4	5	**4.5**

28	Aptitude for collaborating with stakeholders to implement attrition reduction strategies.	5	5	5	5	5	5	**5**
29	Knowledge of market segmentation and customer profiling techniques to identify different customer groups with varying preferences, needs, and buying behaviours.	5	5	4	4	5	5	**4.67**
30	Proficiency in data analysis and interpretation to identify patterns and trends among different customer segments.	4	4	4	5	5	4	**4.33**
31	Skill in developing customer personas or profiles that capture the characteristics, motivations, and needs of various customer groups.	5	5	4	5	4	4	**4.5**
32	Understanding of relevant tax laws and regulations affecting financial reporting.	3	2	3	2	3	3	**2.67**
33	Ability to effectively communicate financial information to stakeholders, both orally and in written form.	5	4	5	5	4	4	**4.5**
34	Familiarity with the specific report formats, templates, and guidelines applicable to the task.	4	4	4	5	5	4	**4.33**
35	Knowledge of potential errors, inconsistencies, or anomalies that may occur in reports.	5	5	4	5	5	5	**4.83**
36	Skill in effectively documenting and communicating findings or issues identified during the report checking process.	4	4	4	5	5	4	**4.33**
37	Familiarity with digital marketing platforms and tools used for tracking customer behaviour on digital channels.	3	3	2	3	3	2	**2.67**
38	Ability to generate reports and analyse data to identify customer engagement metrics, conversion rates, and	5	5	4	5	5	5	**4.83**

	other relevant key performance indicators.						
39	Skill in interpreting data and extracting actionable insights to optimize digital marketing strategies and improve customer targeting.	5	5	5	5	5	5	**5**
40	Ability to develop and implement tracking plans and strategies for various digital channels	4	4	3	5	3	4	**3.33**
41	Awareness of different types of payment methods	2	2	2	1	1	1	**1.83**
42	Ability to analyse financial documents and identify relevant transactional details	3	3	2	2	1	2	**2.16**
43	Proficient in using accounting software or tools to record and track transactions accurately.	2	1	2	2	1	2	**1.66**
44	Knowledge of fundamental personality traits and their definitions.	5	5	4	5	5	4	**4.67**
45	Proficient in building and maintaining strong relationships with customers to understand their needs and provide tailored loan solutions.	5	4	5	4	5	5	**4.67**
46	Skilful negotiation abilities to discuss loan terms, interest rates, and repayment plans with customers while ensuring profitability for the organization	4	3	2	2	2	2	**2.5**
47	Understanding of various types of loans, including personal loans, home loans, car loans, and business loans.	4	4	4	5	5	4	**4.33**
48	Capacity to address customer concerns, overcome objections, and provide appropriate solutions to ensure customer satisfaction	4	4	4	5	5	4	**4.33**
49	Understanding of competitor banks, their offerings, and	4	4	4	5	5	4	**4.33**

	customer acquisition strategies.							
50	Familiarity with market trends and customer preferences in the banking sector.	5	5	4	4	5	5	**4.67**
51	Proficiency in developing effective marketing strategies tailored to attract customers from other banks, including targeted advertising campaigns and promotions.	5	4	4	5	5	5	**4.67**
52	Understanding of target audience segmentation and how to tailor messages to different customer groups.	5	5	4	4	5	4	**4.5**
53	Familiarity with different communication channels, for customer outreach.	5	4	3	4	3	3	**3.67**
54	Analytical skills to track and interpret campaign performance metrics and make data-driven decisions for optimization.	4	4	4	5	5	4	**4.33**
55	Knowledge of customer satisfaction and feedback survey methodologies.	5	5	4	5	4	5	**4.67**
56	Adaptability to adjust survey methodologies based on changing customer needs and preferences.	5	4	4	4	5	5	**4.5**
57	Understanding how to use CRM software or systems to manage customer information, track interactions, and identify first-time customers.	5	5	4	5	5	5	**4.83**
58	Excellent verbal communication skills to engage customers over the phone	3	1	1	2	2	2	**1.83**
59	Ability to write clear, concise, and professional messages in SMS and email formats	4	3	4	3	4	4	**3.67**
60	Possess a comprehensive understanding of different	3	1	2	1	1	2	**1.67**

	insurance products available in the market.						
61	Proficient in collecting, analysing, and interpreting data related to insurance card usage, customer preferences, and market trends. Able to utilize data analytics tools to make informed decisions regarding add-on offerings for different income segments.	4	4	4	5	5	4	**4.33**
62	Possess excellent customer service skills to effectively interact with bank customers, address their inquiries, and provide assistance in selecting and utilizing vouchers.	5	5	4	4	5	5	**4.67**
63	Understanding of bank policies and procedures related to offering vouchers, including compliance requirements, privacy regulations, and any legal considerations.	5	4	3	3	4	5	**4**
64	A strong understanding of various banking products and services such as savings accounts, credit cards, loans, investment options, insurance, etc. This knowledge will help in identifying suitable upselling opportunities for the bank customers.	5	4	3	5	4	3	**4**
65	Proficiency in sales techniques and the ability to upsell products effectively. This includes persuasive communication, active listening, objection handling, and negotiation skills.	5	5	4	4	5	5	**4.67**
66	The ability to analyse customer data and identify potential upselling opportunities. This involves assessing customer financial profiles, transaction history,	5	4	3	3	4	5	**4**

	and product usage patterns to determine the most relevant and beneficial products to offer.						
67	Understanding the customer journey and ability to design and implement initiatives that enhance the customer experience and drive customer loyalty.	5	3	3	4	4	5	**4**
68	Proficiency in analysing customer data, market trends, and competitive intelligence to identify patterns and insights that can inform strategies for bringing back lapsed customers.	5	5	4	5	4	3	**4.33**
69	Knowledge of store's credit system	3	2	3	3	2	2	**2.67**
70	Ability to effectively communicate details of the program	3	3	3	2	3	3	**2.83**
71	Knowledge of team dynamics, including roles, responsibilities, and individual strengths	5	5	4	4	5	5	**4.67**
72	Effective communication skills to clearly articulate goals, expectations, and performance metrics to subordinates, ensuring a shared understanding.	5	5	4	4	5	4	**4.5**
73	Understanding of different methods and techniques for measuring and monitoring progress effectively.	4	4	3	4	4	4	**3.83**
74	Proficient communication skills to interact with team members	5	4	5	5	5	5	**4.83**
75	Ability to prioritize and manage multiple issues simultaneously	5	4	4	4	5	4	**4.33**
76	Effective mentoring and coaching abilities	5	4	5	4	4	4	**4.33**
77	Proficient in relevant tools, technologies, and resources to support subordinates in their deliverables.	4	5	5	5	5	4	**4.67**

	78	Proficiency in expressing ideas and thoughts clearly and effectively, fostering open and honest dialogue among team members.	5	4	4	5	5	5	**4.67**

6.5 Linking relevant KSAs and tasks

CLUSTER	TASK STATEMENT	KSA
Data acquisition	Collaborate with upper management	• Capacity to work collaboratively with cross-functional teams, aligning efforts and resources to achieve shared goals.
	Gathering required data for required project	• Ability to communicate effectively with stakeholders to understand their data needs and requirements.
	Acquiring all contact details of enquire persons	• Familiarity with various sources and platforms where contact details can be obtained, such as databases, online directories, and social media platforms.
	Obtaining real time data of customers	• Familiarity with different data sources and their reliability. • Understanding of customer data privacy and security regulations. • Knowledge of real-time data integration and processing technologies.
Data analysis	Utilizing various programming languages like SQL	• Proficient knowledge of relational database concepts and design principles. • Oracle, SQL Server, and PostgreSQL. • Ability to troubleshoot and resolve database-related issues, including performance bottlenecks and data inconsistencies • Aptitude for learning new programming languages and technologies related to databases and data management
	Handling data integration	• Ability to analyse and assess data integration requirements and identify appropriate solutions. • Ability to develop and implement data integration strategies based on business needs.

		• Capacity to work with large volumes of data and handle complex integration scenarios. • Ability to document integration processes, including data mapping, transformations, and validation steps.
	Assisting to make the data real-time	• Proficiency in programming languages commonly used for data processing, such as Python, Java, or Scala. • Proficient in utilizing data visualization tools to present real-time data insights effectively.
	Using various algorithms and model validation techniques	• Can select appropriate algorithms based on the problem domain, dataset characteristics, and desired outcomes • Can preprocess and transform datasets to prepare them for model training and validation.
Data modelling	Create dashboards for reducing costs	• Ability to analyse and interpret cost data to identify areas for potential savings. • Ability to adapt and modify dashboards based on feedback and changing business needs. • Knowledge of (KPIs) and metrics relevant to cost reduction.
	Creating financial reports	• Knowledge of financial accounting principles, concepts, and practices. • Proficiency in financial analysis techniques and financial statement preparation. • Familiarity with relevant accounting software and tools used for financial reporting. • Aptitude for identifying trends, patterns, and anomalies in financial data
	Reduce digital attrition	• Understanding of attrition and its impact on organizations. • Familiarity with relevant industry trends and best practices for mitigating risks. • Aptitude for collaborating with stakeholders to implement attrition reduction strategies.
	Making different models to pitch to different customers	• Knowledge of market segmentation and customer profiling techniques to identify

		• different customer groups with varying preferences, needs, and buying behaviours.
		• Proficiency in data analysis and interpretation to identify patterns and trends among different customer segments.
		• Skill in developing customer personas or profiles that capture the characteristics, motivations, and needs of various customer groups.
Tracking and Maintenance	Maintaining financial reports	• Understanding of relevant tax laws and regulations affecting financial reporting.
		• Ability to effectively communicate financial information to stakeholders, both orally and in written form.
	Check all reports	• Familiarity with the specific report formats, templates, and guidelines applicable to the task.
		• Knowledge of potential errors, inconsistencies, or anomalies that may occur in reports.
		• Skill in effectively documenting and communicating findings or issues identified during the report checking process.
	Track customers on digital channels	• Familiarity with digital marketing platforms and tools used for tracking customer behaviour on digital channels.
		• Ability to generate reports and analyse data to identify customer engagement metrics, conversion rates, and other relevant key performance indicators.
		• Skill in interpreting data and extracting actionable insights to optimize digital marketing strategies and improve customer targeting.
		• Ability to develop and implement tracking plans and strategies for various digital channels
	Identification of transactions	• Awareness of different types of payment methods
		• Ability to analyse financial documents and identify relevant transactional details

		• Proficient in using accounting software or tools to record and track transactions accurately.
	Identifying attributes for defining personality	• Knowledge of fundamental personality traits and their definitions.
Customer Acquisition	Get lucrative offers for cross selling increment	• Proficient in building and maintaining strong relationships with customers to understand their needs and provide tailored loan solutions. • Skilful negotiation abilities to discuss loan terms, interest rates, and repayment plans with customers while ensuring profitability for the organization
	Getting new LAS acquisition	• Understanding of various types of loans, including personal loans, home loans, car loans, and business loans. • Capacity to address customer concerns, overcome objections, and provide appropriate solutions to ensure customer satisfaction
	Acquiring customers from other banks	• Understanding of competitor banks, their offerings, and customer acquisition strategies. • Familiarity with market trends and customer preferences in the banking sector. • Proficiency in developing effective marketing strategies tailored to attract customers from other banks, including targeted advertising campaigns and promotions.
Customer liaison	Initiating notification and mailer campaign to approach customers	• Understanding of target audience segmentation and how to tailor messages to different customer groups. • Familiarity with different communication channels, for customer outreach. • Analytical skills to track and interpret campaign performance metrics and make data-driven decisions for optimization.
	Sending feedback surveys after the first-time purchase	• Knowledge of customer satisfaction and feedback survey methodologies. • Adaptability to adjust survey methodologies based on changing customer needs and preferences.
	Emailing first-time customers with complementary product	• Understanding how to use CRM software or systems to manage customer information, track interactions, and identify first-time customers.

	Calling customers directly	• Excellent verbal communication skills to engage customers over the phone
	Notifying customers through SMS/email	• Ability to write clear, concise, and professional messages in SMS and email formats
Customer retention	Offering cards with insurance add up according to income segments	• Possess a comprehensive understanding of different insurance products available in the market. • Proficient in collecting, analysing, and interpreting data related to insurance card usage, customer preferences, and market trends. Able to utilize data analytics tools to make informed decisions regarding add-on offerings for different income segments.
	Offering vouchers	• Possess excellent customer service skills to effectively interact with bank customers, address their inquiries, and provide assistance in selecting and utilizing vouchers. • Understanding of bank policies and procedures related to offering vouchers, including compliance requirements, privacy regulations, and any legal considerations.
	Upsell the retained customers	• A strong understanding of various banking products and services such as savings accounts, credit cards, loans, investment options, insurance, etc. This knowledge will help in identifying suitable upselling opportunities for the bank customers. • Proficiency in sales techniques and the ability to upsell products effectively. This includes persuasive communication, active listening, objection handling, and negotiation skills. • The ability to analyse customer data and identify potential upselling opportunities. This involves assessing customer financial profiles, transaction history, and product usage patterns to determine the most relevant and beneficial products to offer.
	Bring back lapsed customer focus	• Understanding the customer journey and ability to design and implement initiatives that enhance the customer experience and drive customer loyalty. • Proficiency in analysing customer data, market trends, and competitive intelligence to identify

		patterns and insights that can inform strategies for bringing back lapsed customers.
	Sending former champions store credit	• Knowledge of store's credit system • Ability to effectively communicate details of the program
Team management	Delegating daily goals to team of subordinates	• Knowledge of team dynamics, including roles, responsibilities, and individual strengths • Effective communication skills to clearly articulate goals, expectations, and performance metrics to subordinates, ensuring a shared understanding.
	Keeping daily checks and updates on the progress	• Understanding of different methods and techniques for measuring and monitoring progress effectively. • Proficient communication skills to interact with team members
	Solving day-to-day issues of subordinates	• Ability to prioritize and manage multiple issues simultaneously • Effective mentoring and coaching abilities
	Guiding subordinates in their deliverables	• Proficient in relevant tools, technologies, and resources to support subordinates in their deliverables.
	Engage in informal discussions for better team cohesion	• Proficiency in expressing ideas and thoughts clearly and effectively, fostering open and honest dialogue among team members.

7. Person Analysis

We have identified the current training and non-training gaps existing in the organization through the desired and possessed KSAs of the job holders. Following is the 5-point scale by which proficiency of the KSAs is rated.

RATING	DESCRIPTION
1	Unskilled
2	Basic skilled
3	Average
4	Proficient
5	Expert

7.1 Gap identification

SL.NO	KSA	REQUIRED PROFICIENCY	CURRENT PROFICIENCY	GAP
1	Capacity to work collaboratively with cross-functional teams, aligning efforts and resources to achieve shared goals.	5	4.12	0.88
2	Ability to communicate effectively with stakeholders to understand their data needs and requirements.	5	4.83	0.17
3	Familiarity with various sources and platforms where contact details can be obtained, such as databases, online directories, and social media platforms.	5	4.5	0.5
4	Familiarity with different data sources and their reliability.	5	4.16	0.84
5	Understanding of customer data privacy and security regulations.	5	4.5	0.5
6	Knowledge of real-time data integration and processing technologies.	5	4.67	0.33
7	Proficient knowledge of relational database concepts and design principles.	5	4.16	0.84
9	Oracle, SQL Server, and PostgreSQL.	4	2.83	1.17
10	Ability to troubleshoot and resolve database-related issues, including performance bottlenecks and data inconsistencies	5	4.67	0.33
11	Aptitude for learning new programming languages and technologies related to databases and data management	5	4.5	0.5

12	Ability to analyse and assess data integration requirements and identify appropriate solutions.	5	4.16	0.84
13	Ability to develop and implement data integration strategies based on business needs.	5	4.5	0.5
14	Capacity to work with large volumes of data and handle complex integration scenarios.	5	4.33	0.67
15	Ability to document integration processes, including data mapping, transformations, and validation steps.	5	4.26	0.74
16	Proficiency in programming languages commonly used for data processing, such as Python, Java, or Scala.	5	4.33	0.67
17	Proficient in utilizing data visualization tools to present real-time data insights effectively.	5	4.83	0.17
18	Can select appropriate algorithms based on the problem domain, dataset characteristics, and desired outcomes	5	4.67	0.33
19	Can preprocess and transform datasets to prepare them for model training and validation.	5	4.16	0.84
20	Ability to analyse and interpret cost data to identify areas for potential savings.	5	4.67	0.33
21	Ability to adapt and modify dashboards based on feedback and changing business needs.	4	3.16	0.84
22	Knowledge of (KPIs) and metrics relevant to cost reduction.	5	4.33	0.67
23	Knowledge of financial accounting principles, concepts, and practices.	4	2.5	1.5

24	Proficiency in financial analysis techniques and financial statement preparation.	4	3.67	0.33
25	Familiarity with relevant accounting software and tools used for financial reporting.	3	1.83	1.17
26	Aptitude for identifying trends, patterns, and anomalies in financial data	5	4.67	0.33
27	Understanding of digital attrition and its impact on organizations.	4	3.5	0.5
28	Familiarity with relevant industry trends and best practices for mitigating digital attrition.	5	4.5	0.5
29	Aptitude for collaborating with stakeholders to implement attrition reduction strategies.	5	3.67	0
30	Knowledge of market segmentation and customer profiling techniques to identify different customer groups with varying preferences, needs, and buying behaviours.	5	4.67	0.33
31	Proficiency in data analysis and interpretation to identify patterns and trends among different customer segments.	5	4.33	0.67
32	Skill in developing customer personas or profiles that capture the characteristics, motivations, and needs of various customer groups.	5	4.5	0.5
33	Understanding of relevant tax laws and regulations affecting financial reporting.	3	2.67	0.33
34	Ability to effectively communicate financial information to stakeholders, both orally and in written form.	5	4.5	0.5
35	Familiarity with the specific report formats, templates, and guidelines applicable to the task.	5	4.33	0.67

36	Knowledge of potential errors, inconsistencies, or anomalies that may occur in reports.	5	4.83	0.17
37	Skill in effectively documenting and communicating findings or issues identified during the report checking process.	5	4.33	0.67
38	Familiarity with digital marketing platforms and tools used for tracking customer behaviour on digital channels.	3	2.67	0.33
39	Ability to generate reports and analyse data to identify customer engagement metrics, conversion rates, and other relevant key performance indicators.	5	4.83	0.17
40	Skill in interpreting data and extracting actionable insights to optimize digital marketing strategies and improve customer targeting.	5	4	0
41	Ability to develop and implement tracking plans and strategies for various digital channels	4	3.33	0.67
42	Awareness of different types of payment methods	2	1.83	0.17
43	Ability to analyses financial documents and identify relevant transactional details	3	2.16	0.84
44	Proficient in using accounting software or tools to record and track transactions accurately.	2	1.5	0.5
45	Knowledge of fundamental personality traits and their definitions.	5	4.67	0.33
46	Proficient in building and maintaining strong relationships with customers to understand their needs and provide tailored loan solutions.	5	4.67	0.33
47	Skilful negotiation abilities to discuss loan terms, interest	4	2.5	1.5

	rates, and repayment plans with customers while ensuring profitability for the organization			
48	Understanding of various types of loans, including personal loans, home loans, car loans, and business loans.	5	4.33	0.67
49	Capacity to address customer concerns, overcome objections, and provide appropriate solutions to ensure customer satisfaction	5	4.33	0.67
50	Understanding of competitor banks, their offerings, and customer acquisition strategies.	5	4.33	0.67
51	Familiarity with market trends and customer preferences in the banking sector.	5	4.67	0.33
52	Proficiency in developing effective marketing strategies tailored to attract customers from other banks, including targeted advertising campaigns and promotions.	5	4.67	0.33
53	Understanding of target audience segmentation and how to tailor messages to different customer groups.	5	4.5	0.5
54	Familiarity with different communication channels, for customer outreach.	5	3.67	1.33
55	Analytical skills to track and interpret campaign performance metrics and make data-driven decisions for optimization.	5	4.33	0.67
56	Knowledge of customer satisfaction and feedback survey methodologies.	5	4.67	0.33
57	Adaptability to adjust survey methodologies based on changing customer needs and preferences.	5	4.5	0.5

58	Understanding how to use CRM software or systems to manage customer information, track interactions, and identify first-time customers.	5	4.83	0.17
59	Excellent verbal communication skills to engage customers over the phone	3	1.83	1.17
60	Ability to write clear, concise, and professional messages in SMS and email formats	4	3.67	0.33
61	Possess a comprehensive understanding of different insurance products available in the market.	3	1.67	1.33
62	Proficient in collecting, analysing, and interpreting data related to insurance card usage, customer preferences, and market trends. Able to utilize data analytics tools to make informed decisions regarding add-on offerings for different income segments.	5	4.33	0.67
63	Possess excellent customer service skills to effectively interact with bank customers, address their inquiries, and provide assistance in selecting and utilizing vouchers.	5	4.67	0.33
64	Understanding of bank policies and procedures related to offering vouchers, including compliance requirements, privacy regulations, and any legal considerations.	5	4	1
65	A strong understanding of various banking products and services such as savings accounts, credit cards, loans, investment options, insurance, etc. This knowledge will help in identifying suitable upselling opportunities for the bank customers.	5	4	1

66	Proficiency in sales techniques and the ability to upsell products effectively. This includes persuasive communication, active listening, objection handling, and negotiation skills.	5	4.67	0.33
67	The ability to analyse customer data and identify potential upselling opportunities. This involves assessing customer financial profiles, transaction history, and product usage patterns to determine the most relevant and beneficial products to offer.	5	4	1
68	Understanding the customer journey and ability to design and implement initiatives that enhance the customer experience and drive customer loyalty.	5	4	1
69	Proficiency in analysing customer data, market trends, and competitive intelligence to identify patterns and insights that can inform strategies for bringing back lapsed customers.	5	4.33	0.67
70	Knowledge of store's credit system	5	4	1
71	Ability to effectively communicate details of the program	5	4.67	0.33
72	Knowledge of team dynamics, including roles, responsibilities, and individual strengths	5	4.5	0.5
73	Effective communication skills to clearly articulate goals, expectations, and performance metrics to subordinates, ensuring a shared understanding.	5	4	1
74	Understanding of different methods and techniques for	5	3.16	1.84

	measuring and monitoring progress effectively.			
75	Proficient communication skills to interact with team members	5	4.83	0.17
76	Ability to prioritize and manage multiple issues simultaneously	5	4.33	0.67
77	Effective mentoring and coaching abilities	4	4.33	0.67
78	Proficient in relevant tools, technologies, and resources to support subordinates in their deliverables.	5	4.67	0.33
79	Proficiency in expressing ideas and thoughts clearly and effectively, fostering open and honest dialogue among team members	4	4.67	0.33

Development of KSAs on the basis of task statements → Identification of crucial tasks → Linking KSA to the relevant crucial tasks
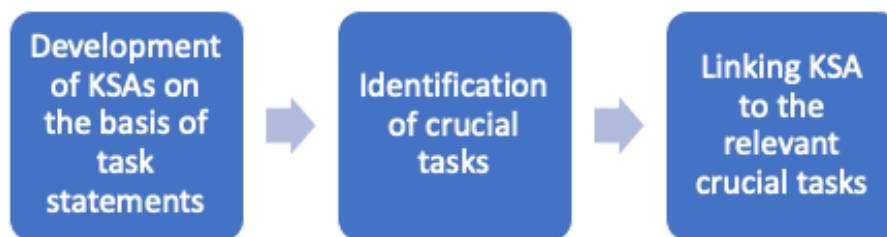
7.2 Training needs

Appropriate technical expertise

The role requires compatibility with several software that are required for data handling and analysis. This may include training in data analysis tools (e.g., Excel, SQL, Python, R), statistical analysis software, business intelligence platforms, or financial modelling tools.

Financial analysis and reporting

Financial analysts may require training in financial statement analysis, budgeting, forecasting, and financial reporting standards.

Market research techniques

For market or research analysts, training in market research methodologies, customer surveys, competitor analysis, and market segmentation is important.

Project management

Analysts often work on multiple projects simultaneously. Training in project management principles can help them stay organized, meet deadlines, and manage their workload effectively.

Ethics and Data Privacy:

With access to sensitive data, analysts should receive training on ethical data handling, privacy regulations, and security measures to protect sensitive information.

Quality Assurance and Data Validation:

Analysts should be trained in data validation techniques and quality assurance practices to ensure the accuracy and reliability of their analyses.

Continuous Learning:

Given the rapidly evolving nature of technology and industries, analysts need to be encouraged to engage in continuous learning. Training opportunities that allow them to stay up-to-date with the latest trends and developments are valuable.

Soft Skills:

Apart from technical skills, analysts should receive training in soft skills such as teamwork, adaptability, and collaboration, as they often work in cross-functional teams.

Tailoring training programs to address these specific needs will help analysts excel in their roles and contribute effectively to their organizations' success

7.3 Non training needs

The organization is highly vertically differentiated which leads to a distorted pipeline of information transfer. Thus, one of the major reasons for inefficiency is due to communication gaps between the different levels of management. Thus, proper articulation of requirements and understanding stands at the epitome. Cross-team collaboration should be fostered by the team members and actively pursued, where the behavioural requirements namely, adaptability, communal spirit, teamwork, accountability and willingness to learn is optimal. While working in teams that are highly diverse, respectful behaviour and patience are of prime necessity in a manager handling a team. An attitude for self-development is also one of the important non-training needs. Training in time management and prioritization techniques can help them optimize their productivity and focus on tasks that align with organizational goals. Developing emotional intelligence skills can improve a manager's ability to understand and empathize with their team members. Enhanced people management skills enable them to motivate, inspire, and handle interpersonal dynamics more effectively. Stress management is also a necessity for the managers. In challenging times, managers need to be prepared to handle crises and unexpected situations. Simulations, crisis management guidelines, or external experts can help them build resilience and respond appropriately.

Phase 2

PROGRAM DESIGN

8. Objective Setting

TRAINING OBJECTIVES	OBSERVABLE ACTIONS	MEASURABLE CRITERIA
DATA ANALYTICS AND VISUALIZATION	1. Learning advanced analytical and data visualization tools 2. Implementation of tools in data collection and cleaning process. 3. Model Development 4. Identification of trends and patterns from analysis 5. Coherent and Structured presentation of Inferences and Results.	1. No. of parameters selected to arrive at the model findings. 2. No. of solutions with no implementation problems. 3. Ensuring lack of discrepancy across parameters and data. 4. No. of new forecasting methods implemented. 5. No . of data sources referred for arriving at the conclusion.
CUSTOMER RELATIONSHIP MANAGEMENT	1. Needs Assessment and Identification of the customers 2. Optimization and customization of solutions provided to customers. 3. Periodic follow ups for customer satisfaction and policy check ups.	1. Customer Satisfaction score 2. Frequency of interactions with the customers and stakeholders for alignment of project progress and expectations. 3. Response and resolution time. 4. Solutions provided for cross selling, upselling. 5. Complaint Resolution Rate

TEAM MANAGEMENT	1. Delegation of tasks according to competency and functionality of subordinates. 2. Progress Check Ins and Follow ups. 3. Alignment of team's objectives and progress with the Senior Management's expectations. 4. Establishing coherence between the workings of cross functional stakeholders 5. Employee Motivation and Engagement Initiatives 6. Hiring of Jr IT consultants	1. Meeting frequency and participation. 2. Communication Response time 3. Task Completion time 4. No. of conflicts addressed-Grievance Redressal 5. Conflict Resolution time 6. Feedback of Subordinate Analysts. 7. No. of subordinates mentioned in the training period
PROCESS OPTIMIZATION	1. Documentation of business proposals and solutions. 2. Standard operating procedure for formulation of JD of Jr IT consultants. 3. Streamlining data collection and transfer process across different teams and stakeholders.	1. No. of documents prepared in a project. 2. Cycle time reduction 3. No. of quality control cheques. 4. No. of steps implemented to address process complexities. 5. No. of processes automated

9. Program Design

9.1 Designing the basics

Once the objectives are defined, they can be taken over in a structured manner. The first part involves aligning organizational goals with training needs as follows -

Identification of organizational goals:

The organizational goal is *'To provide sustainable value for the stakeholders by delivering comprehensive financial solutions with the use of technological advancements, providing tailored solutions and services alongside product development for the customer's specific requirements.'* Providing technologically driven solutions while catering fruitful relationships with all stakeholders will alleviate the organization's value.

Training needs of employees to achieve organizational goals:

In accordance with the gap analysis and further objective setting keeping the foundations on the needs assessment, we will design the training program to provide training in -
Data Science and Analytics Department for 4 different Business units, namely Mortgage Analytics, Auto loan Analytics, Personal loan Analytics and Education loan Analytics.

Training time:

The total time required for training would be 32 hours.

Training location:

The training will be conducted at the work location so that the analysts learn from the modules and subsequently engage with their managers to understand and exchange the learnings as well as are provided a platform for implementation and continuous improvement.

Level of training:

Implementing a comprehensive training and development program for Data Analysts will significantly elevate their proficiency and readiness. This initiative will encompass advanced analytical techniques, data manipulation, programming languages, and machine learning applications. By equipping analysts with specialized skills, the program aims to enhance their problem-solving capabilities, data interpretation, and decision-making prowess.
The result will be a highly skilled team capable of extracting valuable insights from complex datasets, contributing to more informed business strategies and improved operational efficiency.

Method of Interaction:

The method of interaction will be multifaceted. It will include hands-on workshops where analysts engage with real-world banking data sets, fostering practical skills. Collaborative discussions and case studies will encourage knowledge sharing and problem-solving within a banking context. Interactive webinars led by industry experts will provide insights into the latest trends and challenges. Peer group projects will promote teamwork and innovative thinking. Regular feedback sessions and one-on-one mentorship will ensure personalized growth. This diverse interaction approach ensures that Data Analysts gain a holistic understanding of banking analytics while honing their technical and strategic abilities.

9.2 Breakdown of objectives into constituent KSAs

The identified training objectives are explained with observable actions, measurable criterias and condition of performance as shown below -

TRAINING OBJECTIVES	OBSERVABLE ACTIONS	MEASURABLE CRITERIA	CONDITION OF PERFORMANCE
DATA ANALYTICS AND VISUALIZATION	6. Learning advanced analytical and data visualization tools 7. Implementation of tools in data collection and cleaning process. 8. Model Development 9. Identification of trends and patterns from analysis 10. Coherent and Structured presentation of Inferences and Results.	6. No. of parameters selected to arrive at the model findings. 7. No. of solutions with no implementation problems. 8. Ensuring lack of discrepancy across parameters and data. 9. No. of new forecasting methods implemented. 10. No . of data sources referred for arriving at the conclusion.	1. Identify the areas of focus where analysts require training for application of these tools in practical problems. 2. Degree of effectiveness of the insights being conveyed. 3. Problem solving demonstrations through correct application of techniques
CUSTOMER RELATIONSHIP MANAGEMENT	4. Needs Assessment and Identification of the customers 5. Optimization and customization of solutions provided to customers. 6. Periodic follow ups for customer	6. Customer Satisfaction score 7. Frequency of interactions with the customers and stakeholders for alignment of project progress and expectations.	1. Customer Interaction Quality 2. Effective Communication Channels 3. Adaptability to customer preference

	satisfaction and policy check ups.	8. Response and resolution time. 9. Solutions provided for cross selling, upselling. 10. Complaint Resolution Rate	4. Feedback collection and utilization
TEAM MANAGEMENT	7. Delegation of tasks according to competency and functionality of subordinates. 8. Progress Check Ins and Follow ups. 9. Alignment of team's objectives and progress with the Senior Management's expectations. 10. Establishing coherence between the workings of cross functional stakeholders 11. Employee Motivation and Engagement Initiatives 12. Hiring of Jr IT consultants	8. Meeting frequency and participation. 9. Communication Response time 10. Task Completion time 11. No. of conflicts addressed- Grievance Redressal 12. Conflict Resolution time 13. Feedback of Subordinate Analysts. 14. No. of subordinates mentioned in the training period	1. Clear Communication. 2. Goal Alignment 3. Team Collaboration 4. Decision Making 5. Resource Management 6. Motivation and Engagement
PROCESS OPTIMIZATION	4. Documentation of business proposals and solutions. 5. Standard operating procedure for formulation of JD	6. No. of documents prepared in a project. 7. Cycle time reduction	1. Root cause analysis. 2. Process Design and Improvement 3. Risk Assessment and Mitigation.

		8. No. of quality control cheques.	4. Process Standardization and Optimization
	of Jr IT consultants. 6. Streamlining data collection and transfer process across different teams and stakeholders.	9. No. of steps implemented to address process complexities. 10. No. of processes automated	5. Leadership Buy in and Alignment

For training to be delivered in an effective manner, following is a training module for Analysts

Sno.	Objective	Content of the Program	Training Methodology	Facilities	Duration	Rationale	Evaluation Method	Trainer Specification
				DEVELOPING DATA ANALYTICS AND VISUALIZATION				
1	Improving Analytical Skills	1) Introduction to analytical thinking 2) Problem Identifciation and Definition 3) Hypothesis Generation 4) Data Collection Techniques 5) Decision Making Frameworks 6) Business Case Analysis 7) Scenario Analysis and Predictive Modelling 8) Real World Business Case Analysis 9) Data Visualization and Presentation	Lecture based training	Classroom projector and Audio Vi	10 Hours	Advanced analytical skills will aid in making data backed solutions for business proble	Case Based Assessment	Subject Matter Expert
2	Improving Data Visualizat	1) Introduction to Data Visualization Tools 2) Master Data Interpretation 3) Undersatnd design principles 4) Integration of Infographics and Dashboards 5) Storytelling with Data 6) Final Project and Presentation	Lecture based training	Classroom projector and Audio Vi	10 Hours	Advanced data visualization skills will help in correct representation and proper transfer of information.	Case Based Assessment	Subject Matter Expert
				CUSTOMER RELATIONSHIP MANAGEMENT				
3	Improve customer relationship management	1) Customer Segmentation and Personalization 2) Effective Communication and Active Listening 3) Utilizing softwares for customer management. 4) Building Trust and Credibility, problem resolution and conflict management. 5) Gathering and utilizing customer feedback.	On the job training	Simulations, Roleplaying, Psychon	5 hours	Advanced Customer Relationship management skills will help in retention of existing customers and acquisition of new customers, thereby increasing the scope of your consumer base	Competency Scores Behavioural type questions	Managers
				TEAM MANAGEMENT				
4	Improve Team Management Skills	1) Progress check ins and follow ups 2) Translating Objectives to Actions 3) Navigating cross cultural collaboration 4) Creating a motivating work environment 5) Strategies for sustained engagement 6) Effective Interview and Selection Process 7) Understanding effective delegation of tasks and team management	On the job training Workshops	Simulations, Case studies, Senior Management Interactions	5 hours	The team management skills will aid the department in smooth work flow, encourage employee engagement and communal feeling towards the organization thus ensuring overall improvement in operational efficiency.	Competency Scores Behavioural type questions	Managers and Experts
				PROCESS OPTIMIZATION				
5	Improve Process Optimization skills	1) Role of SOPs in JD formation 2) Developing effective SOPs 3) Designing efficient data collection workflows 4) Optimizing data transfer across teams 5) Continuous reviews and iterations	On the job training	Mannuals and Information Modu	2 hrs	Process optimization training will contribute in improved efficiency, productivity and quality enhancement as well as improving stratetic focus of the employees.	Pen and paper test Caselets problem solving	Managers
				DEVELOPING DATA ANALYTICS AND VISUALIZATION				
1	Improving Analytical Skills	1) Introduction to analytical thinking 2) Problem Identifciation and Definition 3) Hypothesis Generation 4) Data Collection Techniques 5) Decision Making Frameworks 6) Business Case Analysis 7) Scenario Analysis and Predictive Modelling 8) Real World Business Case Analysis 9) Data Visualization and Presentation	Lecture based training	Classroom projector and Audio Vi	10 Hours	Advanced analytical skills will aid in making data backed solutions for business proble	Case Based Assessment	Subject Matter Expert
2	Improving Data Visualizat	1) Introduction to Data Visualization Tools 2) Master Data Interpretation 3) Undersatnd design principles 4) Integration of Infographics and Dashboards 5) Storytelling with Data 6) Final Project and Presentation	Lecture based training	Classroom projector and Audio Vi	10 Hours	Advanced data visualization skills will help in correct representation and proper transfer of information.	Case Based Assessment	Subject Matter Expert
				CUSTOMER RELATIONSHIP MANAGEMENT				
3	Improve customer relationship management	1) Customer Segmentation and Personalization 2) Effective Communication and Active Listening 3) Utilizing softwares for customer management. 4) Building Trust and Credibility, problem resolution and conflict management. 5) Gathering and utilizing customer feedback.	On the job training	Simulations, Roleplaying, Psychon	5 hours	Advanced Customer Relationship management skills will help in retention of existing customers and acquisition of new customers, thereby increasing the scope of your consumer base	Competency Scores Behavioural type questions	Managers
				TEAM MANAGEMENT				
4	Improve Team Management Skills	1) Progress check ins and follow ups 2) Translating Objectives to Actions 3) Navigating cross cultural collaboration 4) Creating a motivating work environment 5) Strategies for sustained engagement 6) Effective Interview and Selection Process 7) Understanding effective delegation of tasks and team management	On the job training Workshops	Simulations, Case studies, Senior Management Interactions	5 hours	The team management skills will aid the department in smooth work flow, encourage employee engagement and communal feeling towards the organization thus ensuring overall improvement in operational efficiency.	Competency Scores Behavioural type questions	Managers and Experts
				PROCESS OPTIMIZATION				
5	Improve Process Optimization skills	1) Role of SOPs in JD formation 2) Developing effective SOPs 3) Designing efficient data collection workflows 4) Optimizing data transfer across teams 5) Continuous reviews and iterations	On the job training	Mannuals and Information Modu	2 hrs	Process optimization training will contribute in improved efficiency, productivity and quality enhancement as well as improving stratetic focus of the employees.	Pen and paper test Caselets problem solving	Managers

9.3 Alternate Training Plans
Alternate Training Approaches for Data Analysts

1. **Intensive One-Week Data Analytics Immersion:**

   Structure: A comprehensive 1-week immersive training program. **Group Size**: Tailored for groups of data analysts. **Duration**: 5 days a week, 8 hours per day (total of 40 hours). **Implementation Timeline:** Over the course of a month. **Training Delivery:** Classroom-based sessions led by data science experts.

2. **Extended Two-Week Evening Sessions**:

   Structure: Evening training sessions over a span of two weeks. **Group Size**: Optimal for smaller groups of data analysts**. Duration**: 3 hours per evening, 4 days a week (total of 24 hours). **Implementation Timeline:** Across two months. **Training Delivery**: Evening classroom sessions focused on hands-on exercises.

3. **Hybrid Learning: Online Modules with In-Person Workshops**

   Structure: Online modules complemented by in-person workshops. **Group Size**: Suited for larger groups of data analysts. **Duration:** Self-paced online learning followed by weekend workshops (total of 30 hours). **Implementation Timeline:** Spread over two months. **Training Delivery:** Online modules for theoretical learning, followed by workshops for practical application.

Resources Needed:

1. **Training Venue:** Equipped workshop space for in-person sessions.
2. **Computers and Software:** Access to data analysis tools and software for hands-on exercises.
3. **Experienced Instructors**: Data science professionals to lead the training sessions.
4. **Online Learning Platform**: User-friendly platform for hosting online modules.
5. **Training Content:** Tailored course material covering essential data analysis techniques.

Key Considerations:

1. **Customization:** Design training content to align with the specific data analysis requirements and business context.
2. **Application Focus:** Prioritize practical exercises and real-world case studies to enhance hands-on skills.

3. **Feedback Mechanism:** Establish regular feedback loops to assess trainee progress and adapt the training accordingly.
4. **Flexibility:** Allow for variations in training schedules to accommodate diverse learning preferences.

Benefits of Different Approaches:

The intensive one-week approach provides a deep dive into key concepts and techniques. The extended evening sessions allow data analysts to balance training with their daily tasks. The hybrid approach offers flexibility for self-paced learning combined with practical workshops. It is important to choose the training approach that suits the learning style and schedule preferences of the data analysts, while also meeting the organization's goals for skill enhancement and data-driven decision-making.

10. Training Transfer Enhancement Plan

Stakeholder	Pre-Training	During Training	Post Training
Participants	Understand the training objectives and how they align with your role and career goals. Familiarize yourself with any pre-course materials or readings provided by the trainers. Create a list of queries they wish to ask during the training sessions, in particular any specific work related issues	Participate actively in discussions, exercises, and activities during the training sessions. Note down key points, insights, and questions for further exploration. Seek clarification on concepts that you find challenging or need more information about. Contribute your insights and experiences relevant to the training topics.	Identify opportunities to apply the newly learned concepts in your job tasks. Request feedback from colleagues and supervisors regarding your application of training concepts. Seek additional resources or self-study materials to deepen your understanding. Engage in discussions with the manager regarding the details of the training and strategies for applying the acquired skills in the workplace

Managers	Ensure the participant has the necessary resources and time to engage in the training Communicate expectations to the participants and any areas that they must focus on. Elaborate on how the training structure will empower participants to apply the skills they've gained during the sessions Deliver suitable input and guidance for the trainer conducting the training	Ensure that there are no interruptions from work so that participants can focus on the training program. Seek feedback from the trainers on the performance of the candidates, to take corrective action if any. Also, seek feedback from the participants to inquire about their progress. Provide positive reinforcement and feedback to reinforce their learning efforts.	Encourage the participant to apply what they've learned in their role Discuss how the training has impacted their performance and identify areas for improvement. Give suggestions to the training designers/trainers to improve the program Ensure that the transfer climate is favourable to allow for a successful transfer of training skills
Trainers	Provide the requisite materials to the participants well in advance Provide information to the participants about the training objectives, schedule as well as expected results, well before commencement of the sessions. Ensure that the training content is aligned with participants' roles and challenges, by seeking inputs from all the relevant stakeholders.	Create a supportive environment that encourages active participation and questions. Offer participants clear, quantifiable outcomes to enable them to assess their progress during the program Ensure the training remains on track and meets trainees' expectations, and if it deviates or falls short, implement corrective measures Share practical examples that participants can relate to their work contexts.	Provide post-training materials and resources to reinforce learning Gather feedback from participants to evaluate the training's effectiveness and make improvements. Offer follow-up sessions or Q&A sessions to address any lingering questions or concerns.

11.Training Environment:

Maintaining trainee motivation and readiness throughout the training program is pivotal for its success. At the outset, setting clear expectations by defining specific learning objectives and desired outcomes ensures trainees understand the value of their participation. Creating interactive sessions with group discussions, practical exercises, and real-life scenarios keeps participants engaged and fosters a deeper understanding of the material. Furthermore, gamification elements and friendly competition can add an element of fun and challenge, further motivating trainees.

It is also important to encourage peer learning, as it promotes collaboration and knowledge-sharing among participants. Encouraging them to relate their own experiences to the training content enhances engagement. Feedback and recognition play a significant role. Regular feedback on performance and recognition of achievements provides a sense of accomplishment and inspire continued effort. Additionally, incorporating opportunities for practical application through exercises and projects helps trainees see the direct relevance of their learning to their roles.

Offering supportive learning resources, such as reference materials and supplementary content, ensures trainees have the tools they need to succeed. Continuous communication, regular check-ins, and flexible learning options create a supportive learning environment. Celebrating milestones within the program also acknowledges progress and maintains motivation.

While designing the training program, we incorporated the following motivational theories to comprehend employee attitudes and behaviours:

Goal Setting Theory: In the training program, we clearly outline expected outcomes and positive behaviors, providing a clear path for employees to recognize their objectives and how to achieve them through the training. These outcomes are linked to performance-based objectives, aligning with targets to attain the desired proficiency levels required in the team and bridging the gap between current and required KSAs based on the needs assessment.

Social Learning Theory: Our training program encourages learning through observation, especially in soft skills crucial for daily job execution. Interactions with leaders and ongoing exposure will enhance positive skills. Regular feedback and conversations promote cultural collaboration and teamwork, increase individuals' self-efficacy, boost their confidence, and prepare them to tackle new challenges and adapt to new responsibilities.

Expectancy Theory of Motivation: As per Vroom's Expectancy Theory, employees are motivated to adopt specific behaviours when they see that the adoption of these behaviours would lead to improved performance, which in turn would be rewarded or recognized. Employee performance is influenced by various factors, including their individual personalities shaped by experiences, competencies, and skills. Individual goals and motivations vary accordingly.

The training aims to instil an elevated level of expectancy among trainees. They are aware of the gaps they need to address to achieve their desired proficiency levels, demonstrating instrumentality. Trainees understand the importance of honing their KSAs for career growth within the organization, establishing a high level of valence. Consequently, there is a strong motivation among participants to engage in the training program. To further reinforce the importance of this training program, we also propose conducting a session on the inaugural day of the training, wherein the managers and other leaders would highlight the training program's alignment with the business goals of the organization, the expected behaviours and its impact on business performance.

TRAINING EVALUATION

The effectiveness of the designed training program is determined by its ability to deliver. We will approach the evaluation through the Philip Model, which is essentially built up on the Kirkpatrick's Model of training evaluation. This also becomes instrumental in garnering support from the leadership and management and finding out the benefits reaped from the same.

<u>**Level 1: Reaction**</u>

Purpose	Evaluating the acquired knowledge stemming from the training program, as demonstrated by the assessment of participants' KSA competencies that they are anticipated to have achieved upon the culmination of the training
Instrument of evaluation	Feedback form(objective & subjective) and communication mechanisms
Source of information	Participants of training program
When to do the evaluation	When learnings are expected to be applied to job
Data collector	A neutral third party
Data utilization	Evaluation of training program and further improvement
Data analysis	A threshold score of 3 is defined as the mean of all objective questions' scores. If a score falls below this threshold, it indicates the need for course adjustment. An issue that has been reported by at least 35% e participants as recurring will

Once the training module ends and the participants are expected to transfer their learning from the program to their actual workplace, the evaluation will be carried out through formal feedback form as well as one-to-one meetings. The feedback form will obtain subjective as well as objective responses, exclusively to understand the participant's understanding of the program.

Since the purpose of the data is to understand how the program is perceived by the trainees, the data must be collected from them only and not from the trainers to avoid the occurrence of the "Hawthrone effect". Lastly, in case the score falls below a certain limit/threshold, there shall be a mechanism in place to address the same.

To gauge the effectiveness of the program, we use the "New World Kirkpatrick framework". The concerned model will measure reaction along 3 dimensions, namely engagement, relevance, and customer satisfaction.
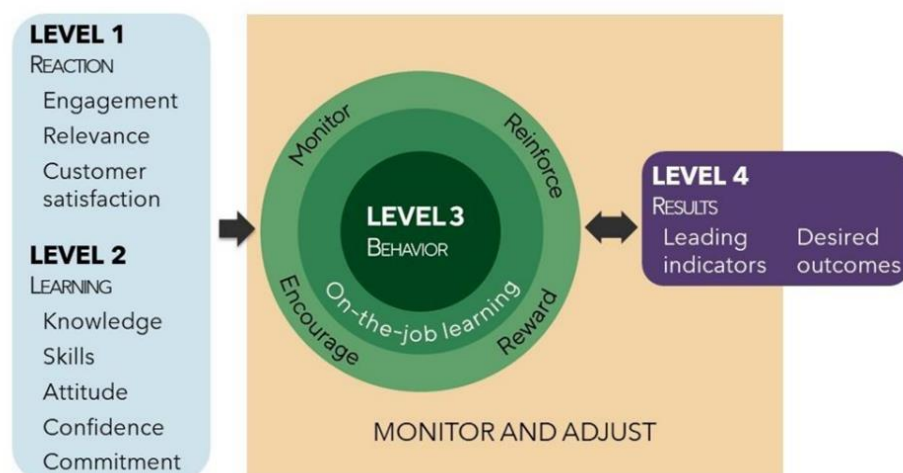
LEVEL 2: LEARNING

This stage assesses the acquired knowledge in relation to the enhancement KSAs that are the focus of the training module.

Purpose	Gathering immediate reactions of participants to the program and receive suggestions for further improvement
Instrument of evaluation	Objective tests (online tests modules) for technical skills Role-play and case-discussions for customer and team management skills
Source of information	Participants of training program
When to do the evaluation	Within seven days of completion of the program and follow ups at regular intervals
Data collector	The trainer is responsible for creating the tests and test cases, while the facilitator will assist in conducting the roleplay activities.
Data utilization	Evaluation of training program and further improvement
Data analysis	The objective tests will be subject to a minimum passing threshold of 85% and participants failing to reach the mark will be asked to repeat the program For the subjective judgements, the trainer and facilitator will decide upon minimum 4 metrics and score based on a 5-point rating scale. Trainees failing to meet the minimum threshold have to appear again for the exercise

The purpose of the objective test is to examine the technical knowledge of the participants undergoing the training module- namely the financial acumen and data analytical skills. On the other hand, the subjective test

i.e., the role play and case-discussion aim to test the beavorial aspects of the employees, i.e., their ability to communicate and manage teams well.

This post-week of the completion of the moule will be mcrucial for the facilitators since this is the time when the participants will be transferring their learning to their actual job. The evaluation has to be done very intiricately to identify early on, any gaps in the learning of the employees.

Based on the test's design, the assessment of knowledge would follow an objective format. Both the e-modules and simulations will adhere to criterion-referenced standards rather than norm-referenced ones. Our intention is to ensure that each participant attains a specific level of knowledge for the financial and data analytical roles, as well as in customer relationship management. Therefore, we have opted for criterion-referenced tests, where participants will be assessed based on their achievement of predetermined thresholds in these tests.

The resulting data will serve two purposes: firstly, to evaluate the effectiveness of the trainers, and secondly, to gauge participants' proficiency levels. Should any participant not meet the test criteria, they will have the opportunity to undergo the training program again after a decided upon interval. This collected data will play a crucial role in determining the alignment of the training program with its intended objectives. If any disparities arise, appropriate revisions will be made to the training programs

LEVEL 3: LEARNING

We need to assess the applicability of skills that have been gained during the course of the training. It needs to be to done to understand how much they were able to absorb during the training. Evaluation gives us an idea of relevance the training as well. A series of evaluation contributions can be conducted at this stage. Participation and contribution is required not only from participants, but also from peers and supervisors.

Methodology

- **Define the desired behavior change :**This step is important because it ensures that the evaluation is focused on the specific outcomes that are important to the organization. It is also important to be clear about the timeframe for the behavior change. For example, one might want to know if participants are using the skills within the first week of training, or within the first month
- **Identify the data sources:** The data sources that are chosen will depend on the specific behaviors that you are trying to measure. For example, if one is trying to measure whether participants are using a new software program, you might use a survey to ask them about their usage habits
- **Data Collection:** Once the data sources have been identified, one needs to collect the data. This can be a challenging task, especially if collecting data from a large number of participants. It is important to make sure that the data is collected accurately and consistently
- **Analyze the data**: This step involves using statistical tests or other methods to analyze the data and see if there is a change in behavior. It is important to use the appropriate statistical tests for the type of data that you have collected
- **Reporting the results:** The results of the evaluation should be reported to the stakeholders in a clear and concise way. The report should include the findings of the evaluation, as well as any recommendations for improvement

LEVEL 4 : Results

The business expects that the training program will lead to direct changes in business results. Level 4 evaluation helps to quantify the benefits of the training program to the business. A set of Key Performance Indicators (KPIs) is identified based on the value that the training program is expected to add to the business.

Data is collected for a period of time, such as 3 months, and the results are compared to the results from 3 months before the training program began

The KPIs that are to be used to compare results of the program are :

Data Collection: The data for these KPIs should be collected by observing the data analysts on their job. Along with this data should be taken from supervisors. Along with this we should take data from new joinees under them to understand how well they are being able to do stakeholder management. This data is to be collected for 3 months and then analyzed further

Data Analysis: Once enough data is obtained, it can be compared to targeted outcomes and checked as to how far the desired results have been achieved. Major flaws are t be analyzed to find out what areas can it be attributed to, which includes a lack in program design, target setting or the choice of trainer.

LEVEL 5: ROI calculation

Return on investment (ROI) is a measure of the financial benefits of an investment. It is calculated by dividing the net benefits of the investment by the cost of the investment. A positive ROI means that the investment has generated a profit, while a negative ROI means that the investment has lost money.

ROI is calculated using the following formula:

ROI = (Net Benefits / Cost of Investment) * 100%

Assumptions

The role that we targeted were data analysts. Though we have tried to isolate the effects of this role while calculating cost to benefit analysis, it is a cross functional role and works for pan India. We have made rational assumptions here.

Please refer to the calculation in the following page

COST ANALYSIS TABLE	
Participation cost	
total hours of training for all the modules	32
Total no of participants	4
Average monthly salary	85,000
No of working hours on 1 weekday	9
salary per hour(salary/22 days/9 hrs)	430
total cost of participants attending training	**55040**
Total needs Assessment Cost	
Total hours of design per person	4
Visit per consultant	4
Total no of consultants required	4
Assumed cost of an external consultant for the needs assessment per hour	800
Total cost	**51200**
Program Design cost	
all materials required inclusing hard copy and soft copy, audio, video, etc	**30,000**
cost of renting a classroom/av room	NIL
Delivery cost	
cost of external trainer/hour	600
Cost of internal trainer/hour	NA
No. of hours put in by 1 trainer	32
No. of trainers	8
Total cost of Trainers	**153600**
cost of evaluation	
Consultant(if hired externally)	NA
all stationery cost	**3,000**
TOTAL COSTS	**2,92,840**
Training benefit Analysis (over 3 month period-calculated monthly)	
Hours saved	10
Monetary value of hours saved (total hours * value of 1 hour)	17200
Total monetary hours saved in man hours	**68800**
expected increase in productivity/month	12.50%
expected increase in no of sales	1.35%
expected reduction in time saved on adapting to the new job	2
savings for 1 employee	
No of employees	4
savings for all the employees	
current revenue per month	50,00,00,000
Increase in revenue	843750
estimated profit increase(25%)	**210937.5**
Total monetary benefit	**2,79,738**
cost to benefit ratio	**0.95526**
ROI	**95.52571**